PREFACE

As we enter the 21st century, we do so with great anticipation and excitement. There is much to look forward to and, at the same time, there is much we can look back on and for which we can be proud. Since aviation was first regulated in 1926 with the enactment of the Air Commerce Act, the oversight of flight standards has been an important Federal duty. That legislation led to the creation of FAA's first predecessor agency, the Aeronautics Branch of the Department of Commerce. Within the Branch, the Air Regulations Division began such programs as airworthiness inspections, aircraft registration, and airman certification. These essential activities were performed by a variety of organizations as the Federal structure evolved. In 1958, the Federal Aviation Agency was established to unify the drive to prepare civil aviation for a safe entry into the jet age. Agency Order 1 set the new organization's structure, including a Flight Standards Bureau with broad certification authority. Our agency's name was changed to the Federal Aviation Administration in 1967.

Although titles and tasks have varied over the years, today's Flight Standards Service (AFS) continues to fulfill responsibilities that are a key part of the Nation's constant effort to ensure safety in the skies. We set certification standards for air carriers, commercial operators, air agencies, and airmen. We direct, manage, and execute certification, inspection, and surveillance activities to ensure adequacy of flight procedures, operating methods, airmen qualification and proficiency, aircraft maintenance, and the maintenance aspects of continued airworthiness programs. We also manage the systems for registry of civil aircraft and all official airmen records.

Headquartered in Washington, DC, we are the largest component within the Regulation and Certification (AVR) organization. With a work force of approximately 4,500, we are committed to working together to promote and sustain the AFS mission, which supports the agency's goals and objectives. To illustrate this link to a higher tier of accountability, this Plan documents the specific AFS 5-year Strategic Plan initiative, the AVR Performance Goal, and the agency Corporate Project that is supported by each AFS initiative. Some of our national items of focus in 2000 include our continued work on the Safer Skies agenda, further expansion of the Air Transportation Oversight System, advancements in the way we apply information technology, the development of strategies for institutionalizing human factors, development of a systems safety approach for general aviation, and continued participation internationally in support of improvements in aviation safety.

In the fast-paced world in which we live, we must meet the growing and dynamic demands of the aviation industry. This requires that we maintain a proactive posture yet have the capability to deal in a positive and successful manner with unexpected demands. To do so, we must be flexible as an organization and as individuals. Leading the world in aviation safety requires that we carefully assess the environment and the changing industry

and appropriately allocate our human and fiscal resources. We must continuously find new ways of listening to our customers. During 1999, we surveyed pilots and aviation maintenance technicians to obtain feedback on our services. In 2000, we plan to survey air operators and air agencies. The insight we gain will help us know how we need to do a better job of fulfilling our customers' expectations.

As with any organization that desires to advance and grow, we must willingly make adjustments where needed in order to operate at our optimum capacity. Toward that end, we are undergoing a Business Process Improvement effort in 2000 based on Performance Quality Management and Improvement principles. By taking a hard look at the way we do business and reengineering our core business processes as necessary, we can become an even more productive and quality-oriented organization, thus enabling us to enhance our ability to provide outstanding services while effectively managing the inevitable changes we will face in the 21st century.

The contribution of each and every member of our organization is of tremendous value because our employees are truly our most important resource. It is only through the talent, dedication, and competence of every employee that we can accomplish the AFS mission. In addition, we know that the creation and maintenance of a Model Work Environment is essential in order to recognize the importance of different viewpoints, perspectives, and experiences to problemsolving, decisionmaking, responsiveness, and overall effectiveness. In addition, it is essential that we work in concert with the Professional Airways Systems Specialists/Flight Standards (PASS), the American Federation of State, County, and Municipal Employees (AFSME), as well as any other unions that may form, to accomplish our Business Plan initiatives.

We can take pride in knowing that our organization has made significant contributions toward ensuring the safe flight of every man, woman, and child for the greater part of the 20th century. As we enter a new century, the Flight Standards Service will continue to provide service with integrity, producing real results for the American people and the global community. Let us vow to achieve even higher levels of excellence.

"DEDICATED PROFESSIONALS WORKING TOGETHER
TO MAKE A TRUE SAFETY DIFFERENCE"

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◆ ***Objective 3.4.2 – Identify Performance Expectations of Employees and Ensure Accountability***

AFS Business Plan Initiative 1.1
Implement System of Accountability for All of Flight Standards

MILESTONES	TARGET DATES
Designate Organizational Entity to Define and Implement a System of Accountability	Completed
Establish a Work Group to Design an AFS Accountability System	Completed
Distribute FY 2000 Business Plan to All Flight Standards Employees	March 2000
Identify Current Organizational Process and Mechanisms of Accountability	March 2000
Develop Multiyear Approach to Integrating Accountability in AFS	April 2000
Determine Training Requirement for Employee Understanding of Direct Relationship of Work Activities to AFS Mission	September 2000

INITIATIVE DESCRIPTION:

A system of employee accountability promotes the effective and efficient accomplishment of an organization's mission. The AFS philosophy of accountability is based on trust, commitment, integrity, and empowerment, which results in organizational results. Currently, accountability is more focused at the field level where primary customer interactions take place. However, accountability applies to all functional areas within AFS. Shared understanding and accomplishment of the AFS mission requirements are critical to the success of an accountability system. In an effort to strengthen accountability in AFS, we must clearly define it as it applies to both the organization we work within and the individual tasks we carry out. AFS must communicate the important role of accountability in the achievement of the AFS mission, objectives, and values. Toward that end, AFS will identify successful processes and mechanisms of accountability now implemented within AFS and will design a multiyear approach for developing additional processes and support systems for continued accountability.

PEOPLE

Corporate Project:
Compensation Implementation

AVR Performance Plan - Goal 4
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AFS Strategic Plan - Goal 3
Prepare the AFS Work Force To Effectively Implement the Systems Approach for Safety Oversight

◆ ***Objective 3.4.2 – Identify Performance Expectations of Employees and Ensure Accountability***

AFS Business Plan Initiative 1.2
Pursue Pay Bands as the Compensation Approach for AFS

INITIATIVE DESCRIPTION:

In fiscal year 2000, the FAA will adopt a new variable, flexible pay plan linked to performance, called the Core Compensation Plan (CCP). It is designed to provide for more competitive compensation levels and opportunities in the agency. Experience in industry, and increasingly in Government as well, clearly shows that flexible pay helps to increase productivity and improve customer service. The new CCP will replace the FG grade levels with 12 pay bands linked to market pay rates for comparable jobs. Among its benefits, this new compensation system will help motivate and retain the large number of outstanding, high quality performers already onboard in the agency, as well as attract the high quality performers we need in order for the FAA to operate successfully in the future. The Agency Compensation Committee and the FAA Administrator must approve their proposed plan. An AVR Work Group, which includes representatives from AFS, was chartered in May 1999 to develop the Core Compensation Plan to address the unique occupational requirements of the AVR organization. The Agency Compensation Committee has recommended the "Core-based" plan for approval by the Administrator. Employees in bargaining units will come under the compensation program negotiated between their union and the agency. Employees covered by a representation petition remain in the current FG system pending the outcome of the petition and, if applicable, negotiation of the compensation programs between their union and the agency.

MILESTONES	TARGET DATES
Provide AVR's Pay Compensation System Recommendations	Pending
Receive Approval of AVR's Compensation Plan Recommendations	Pending
Communicate Pay Bands Levels and New Pay Structure to AFS Work Force	Pending
Identify Pay Bands Into Which Employees Will Be Placed	Pending
Implement Pay Bands in AFS	Pending

Accident Prevention

Corporate Project:
Safer Skies

AVR Performance Plan - Goal 1
Commercial Air Carriers

AFS Strategic Plan - Goal 1
Evolve to a Systems Approach for Safety Oversight

◆ ***Objective 1.3 – Apply the Systems Approach to Other Product Lines***

AFS Business Plan Initiative 2.1
Develop a System Capability for the Acquisition and Analysis of Aggregate Operational Flight Data

Milestones	Target Dates
Develop Functional System Specifications	Completed
Install Data Pool Testbed	March 2000
Conduct Prototype System Infrastructure	December 2000
Conduct Operational Test & Evaluation	July 2001
Finalize FOQA System Initial Operating Capability	September 2001

Initiative Description:

AFS is developing a national integrated flight data trending system that will better enable the FAA to promote the safety of commercial airline operations. This project, entitled "Integrated Flight Quality Assurance (IFQA)," is a key part of the FAA's Strategic Plan to improve the oversight of industry performance based on the shared use of safety-related data and the development of trend indicators. IFQA will serve the analytical needs of the inspection work force and will be deployed initially at FAA field offices responsible for oversight of airlines with active Flight Operational Quality Assurance (FOQA) programs. A prototype aggregate electronic data acquisition and information management infrastructure will be developed to: exploit flight operational data for FAA National Airspace System (NAS) management purposes; provide the FAA with aggregate electronic data acquisition, analysis, trending and information sharing capability; enable timely access to aggregate flight operation information; provide information in formats specifically tailored to the needs of different FAA user populations; and provide automated tools to facilitate air carrier surveillance and oversight responsibility.

Accident Prevention

Corporate Project:
Safer Skies

AVR Performance Plan - Goals 1&2
Commercial Air Carriers/General Aviation

AFS Strategic Plan - Goal 1
Evolve to a Systems Approach for Safety Oversight

◆ ***Objective 1.3 – Apply the Systems Approach to Other Product Lines***

AFS Business Plan Initiative 2.2
Improve the Process Used to Manage the AFS Training Program

Initiative Description:

Flight Standards will adopt a systems approach to improve the process it uses to manage its training program. Specifically, the training management system should be aligned with the needs of a performance-based training program. Such an alignment will aid in projecting our training requirements, thereby enabling us to manage our training resources efficiently and provide the information needed by the FAA's budgetary process. This alignment also will help determine the accurate need for flight training since this is the most expensive part of the training program. A focus on the ability of each curriculum to impact employee job performance in specific functional areas is critical. The training management process also needs to be automated to take maximum advantage of the efficiencies of current office automation technology.

AVR CORE VALUE:

VALUING DIVERSITY AND ENHANCING EACH OTHER'S TALENTS AND GIFTS.

Milestones	Target Dates
Develop a Systems Approach to Formulate and Execute the AFS Training Program	June 2000
Use a Systems Approach to Define AFS Need for Flight Training	June 2000
Define Functional Training Curricula	June 2000
Develop Functional Training Measurement Structure	September 2000
Determine/Measure Baseline Measurements for Determining AFS Success in Implementing a Performance-Based Training Program	September 2000

Accident Prevention

Corporate Project:
Safer Skies

AVR Performance Plan - Goal 1
Commercial Air Carriers

AFS Strategic Plan - Goal 3
Prepare the AFS Work Force to Effectively Implement the Systems Approach for Safety Oversight

◆ ***Objective 3.2 – Enhance Existing Skills and Tools To Meet the Requirements of the Systems Approach and Changing Technologies***

AFS Business Plan Initiative 2.3
Develop and Implement an Advanced Qualification Program (AQP) Data Analysis and Reporting System (DARS)

Milestones	Target Dates
Develop DARS Prototype	Completed
Complete Test and Evaluation	June 2000
Initiate DARS Field Installation and Training	September 2000
Complete DARS Field Installation and Training	September 2001

Initiative Description:

Superior training is essential to the safety of the airline industry. The AQP fosters enhanced safety through the implementation of a systematic methodology for designing, conducting, and managing airline training curriculum, tightly coupled to the use of performance measurement methods for quality control. Access to this performance measurement information by all FAA personnel with responsibility for oversight and surveillance of AQP air carriers is needed to focus their activities on those areas where they are most needed. Such information would provide local FAA offices with valuable insight into training program effectiveness for specific curricula. The goal of this initiative is to provide FAA field offices with an automated capability to view trends and drill-down information obtained from monthly performance data submitted electronically by AQP airlines to the FAA. Successful development of such capability would lay the groundwork for future integration of AQP performance proficiency data into ATOS.

ACCIDENT PREVENTION

Corporate Project:
Safer Skies

AVR Performance Plan - Goals 1&2
Commercial Air Carriers/General Aviation

AFS Strategic Plan - Goal 3
Prepare the AFS Work Force to Effectively Implement the Systems Approach for Safety Oversight

◆ ***Objective 3.2 – Enhance Existing Skills and Tools to Meet the Requirements of the Systems Approach and Changing Technologies***

AFS Business Plan Initiative 2.4
Convert the Airmen Certification and Rating Application (ACRA) to an Internet-Based System Entitled I-ACRA

INITIATIVE DESCRIPTION:

Currently, the computer-based ACRA program is implemented with the Online Aviation Safety Inspection System (OASIS) within each Flight Standards District Office (FSDO). It allows Designated Examiners (DE's) and FAA Aviation Safety Inspectors (ASI's) to electronically capture and validate airman information, thereby ensuring an applicant meets all regulatory and policy requirements prior to the issuance of an airman certification. ACRA now must be loaded onto users' personal or laptop computers. The new Internet-based ACRA (I-ACRA) will electronically link DE's, ASI's, the Registry, and applicants for airman certification activities to a special I-ACRA server, which will host the necessary software on a secure Internet site. It also will expand the use of electronic airmen certification to DE's and training centers and allow the collection of data that will enhance the ASI's ability to conduct surveillance of the examiners under his or her supervision. At the time of electronic transfer, the I-ACRA will provide a tool for the efficient monitoring and surveillance of the ASI, DE, or Certified Flight Instructors (CFI's) activities so the FSDO's, regions, and headquarters offices will have the capability to monitor the following: 1) DE's who have a valid designation number, 2) the currency of DE training, 3) DE's with high activity, 4) practical test pass/fail rates, 5) DE's conducting three or more complete practical tests on a given day, 6) DE's with valid public complaints, 7) DE's involved in an accident, incident, or regulation violation, and 8) CFI's recommendations and pass/fail rates. I-ACRA also will provide an automatic Program Tracking and Reporting Subsystem (PTRS) report that will be sent with each certification.

MILESTONES	TARGET DATES
Gather Requirements and Develop I-ACRA Prototype	Completed
Initiate Beta Test I-ACRA Prototype	Completed
Initiate Conversion of ACRA Application	April 2000
Develop I-ACRA Supporting Documentation	May 2000
Implement I-ACRA	November 2000

Accident Prevention

Corporate Project:
Safer Skies

AVR Performance Plan - Goals 1&2
Commercial Air Carriers/General Aviation

AFS Strategic Plan - Goal 3
Prepare the AFS Work Force to Effectively Implement the Systems Approach for Safety Oversight

◆ ***Objective 3.3.1 – Increase Employee Involvement in Utilizing Methodical Process Improvement System***

AFS Business Plan Initiative 2.5
Improve Techniques for Managing Change

Milestones	Target Dates
Charter BPI Work Groups	Completed
Provide PQMI Training to BPI Work Groups and Managers	Ongoing
Complete Work Group Analyses	January-April 2000
Forward Work Group Proposals for Improving Processes to Steering Committees and AFS-1/2	January-April 2000
Implement Improved Processes	March-August 2000

Initiative Description:

Flight Standards is critically examining the processes by which we accomplish our work in an effort to make the improvements needed. Through an extensive effort entitled "Business Process Improvement (BPI)", we are reviewing and subsequently redesigning our core business processes so that they will facilitate our mission needs in a more efficient manner. Based on the principles of Performance Quality Management and Improvement (PQMI), this BPI effort will result in a business environment that will ensure a better integration of regulatory, policy, budget, personnel, training, and information management functions within AFS. The simplification and streamlining of a number and variety of our products and services are likely outcomes of this effort. In addition, the BPI effort will support and strengthen a number of other Service-level projects and operational efforts, thus allowing AFS to be a more successful organization.

Accident Prevention

Corporate Project:
Safer Skies

AVR Performance Plan - Goals 1&2
Commercial Air Carriers/General Aviation

AFS Strategic Plan - Goal 5
Provide World Class Leadership in Global Aviation Safety
◆ ***Objective 5.4.3 – Reduce Aviation Accident Fatality Rate by 80 Percent Over the Next 10 Years Through Safety Initiatives (Human Factors)***

AFS Business Plan Initiative 2.6
Develop Strategy for Institutionalizing Human Factors

Initiative Description:

In our effort to take the steps necessary to reduce the aviation accident fatality rate by 80 percent over the next 10 years, we are addressing several areas, including human factors. AFS will develop a Human Factors Plan that will include provisions for implementing recommendations from the FAA Human Factors Team Report. We will also institutionalize human factors to address new technology and procedures. Our Human Factors Plan will be developed by a team led by the AVR Human Factors National Resource Specialist (NRS) and will be composed of AFS personnel. The team will address general human factors application in AFS, human factors in specific projects, Safer Skies initiatives, and the regulatory philosophies stemming from the AFS mission.

Milestones	Target Dates
Assemble Team to Develop Human Factors Plan	Completed
Formulate Strategy for RE&D	March 2000
Identify Staffing and Other Resource Needs (Qualifications, Grade Levels, Placement)	April 2000
Finalize Human Factors Plan	May 2000
Initiate Implementation of Human Factors Plan	May 2000

Accident Prevention

Corporate Project:
Safer Skies

AVR Performance Plan - Goal 3
Surveillance Improvement

AFS Strategic Plan - Goal 1
Evolve to a Systems Approach for Safety Oversight

◆ ***Objective 1.1 – Focus the Systems Approach on Air Transportation***

AFS Business Plan Initiative 2.7
Continue to Implement ATOS Phase I

Milestones	Target Dates
Implement Initial ATOS Data Base Queries	Completed
Implement Revised Element Performance Inspection Job Aids	Completed
Complete Developing "Year 2000" Comprehensive Surveillance Plan	March 2000
Complete Analysis of Essential Data Fields Within the ATOS Data Base	July 2000
Provide ATOS Refresher Training to CMT's	July 2000
Provide Initial Report on ATOS Redevelopment	September 2000

Initiative Description:

ATOS is FAA's new approach to air safety and is designed to improve the certification and surveillance processes for air carriers by ensuring air carriers have safety built into their systems. ATOS uses a systems safety approach, which is the application of special technical and managerial skills to identify, analyze, assess, and control hazards and risks. It is based on the principle that safety is an inherent property, not merely a component, of a system. Phase 1 is targeted toward the 10 air carriers that carry approximately 90 percent of all U.S. passengers. Other new entrant carriers certificated through the Certification, Standardization, and Evaluation Team (CSET) process after October 1, 1998, are also included. ATOS should lead to a more collaborative partnership toward system evaluation and may open doors for additional information sharing between air carriers and the FAA. With the cooperation of the air carriers, ATOS will foster a more proactive relationship with FAA on safety-related issues as emerging trends and concerns are identified. This will aid in achieving the AFS mission, which is to provide the public with the safest aircraft operations in the world.

Accident Prevention

Corporate Project:
Safer Skies

AVR Performance Plan - Goal 3
Surveillance Improvement

AFS Strategic Plan - Goal 1
Evolve to a Systems Approach for Safety Oversight

◆ ***Objective 1.2 – Explore the Feasibility of a Systems Approach for Commercial and General Aviation***

AFS Business Plan Initiative 2.8
Explore the Feasibility of a Systems Approach for General Aviation

Initiative Description:

The Systems Safety Approach for General Aviation (SAGA) is designed to improve the surveillance process for general aviation. AFS will develop timely policy and rules and will establish guidelines for open communications with air operators. Additionally, AFS will analyze program performance, identify focus areas to target, and provide feedback to operators. Ultimately, a surveillance/oversight plan identifying program area shortcomings for improvement will be developed and shared with operators.

AVR CORE VALUE:

"RAISING THE BAR" FOR EXCELLENCE...
AND CONSISTENTLY MEETING
EXPECTATIONS

Milestones	Target Dates
FAA Technical Center/ Academia Work Group Meeting to Establish Requirements	Completed
Identify Team Training	March 2000
Develop Draft Strategic Plan	September 2000
Develop Draft Prototype for Website	September 2000

Accident Prevention

Corporate Project:
Safer Skies

AVR Performance Plan - Goal 3
Surveillance Improvement

AFS Strategic Plan - Goal 1
Evolve to a Systems Approach for Safety Oversight

◆ ***Objective 1.3 – Apply the Systems Approach to Other Product Lines***

AFS Business Plan Initiative 2.9
Improve the Requirements Process

Milestones	Target Dates
Develop Initial Version of AFS Mission Analysis Process Guidelines	June 2000
Develop Initial Version of Resource and Requirements Planning Document for Training of AFS Personnel	June 2000
Prepare Draft Policy, Procedures, and Handbooks to Document Implementation Processes for Training of AFS Personnel	September 2000

Initiative Description:

The AFS Requirements Process will focus on identifying flight systems requirements for new technologies that will operate in the National Airspace System (NAS). The process will be used as the main venue for requesting requirements and operational needs from any AVR organization dealing with safety issues and flight systems. Other organizations, such as the Commercial Aviation Safety Team (CAST) and the Joint Steering Committee (JSC) can also use this process to identify flight system requirements.

AVR CORE VALUE:

IDENTIFYING AREAS OF LINKAGE TO LEVERAGE RESOURCES

ACCIDENT PREVENTION

Corporate Project:
Safer Skies

AVR Performance Plan - Goal 3
Surveillance Improvement

AFS Strategic Plan - Goal 2
Maintain an Adaptable Infrastructure to Support and Implement the Air Transportation Oversight System

◆ ***Objective 2.2.1 – Improve Decisionmaking Capabilities (Data Management)***

AFS Business Plan Initiative 2.10
Develop Analytical Capability for Flight Standards

INITIATIVE DESCRIPTION:

AFS will continue the development of a centralized analysis and information management function to accumulate, analyze, and disseminate safety data and information within Flight Standards and to assist information recipients in the interpretation of data. Information disseminated may include: Safety Performance Analysis System (SPAS) alerts to nonusers, financial or other analysis of selected air carrier data, data summaries from ATOS, Vital Information System (VIS), Program Tracking and Reporting Subsystem (PTRS) Aviation Safety Reporting System (ASRS) reports, and Office of System Safety information. This information will assist principal inspectors and other customers in decisionmaking with respect to the targeting of surveillance resources and the taking of corrective actions to mitigate safety risks. A continued need exists for development of techniques and processes for the collection and use of data and information so that Flight Standards can progress toward the development of a data driven approach integral to systems safety in the conduct of surveillance and certification activities. AFS will sponsor research into organizational risk identification, risk assessment, and accident causation models.

MILESTONES	TARGET DATES
Revise Analytical Plan for System Safety	March 2000
Identify Customer Analysis Needs	July 2000
Develop Analysis Techniques and Reporting	September 2000

Accident Prevention

Corporate Project:
Safer Skies

AVR Performance Plan - Goal 3
Surveillance Improvement

AFS Strategic Plan - Goal 2
Maintain an Adaptable Infrastructure to Support and Implement the Air Transportation Oversight System

◆ ***Objective 2.3 – Implement PQMI as a Continuous Improvement Process***

AFS Business Plan Initiative 2.11
Continuing Air Transportation Oversight System (ATOS) Development

Milestones	Target Dates
<u>Module 1, System Configuration</u>	
Redevelop the Certification Process	June 2000
Develop Job Task Analyses (JTA)	October 2000
Develop Job Aids	October 2000
Identify Training Requirements	November 2000
Identify Staffing Requirements	November 2000
Develop Automation Requirements	November 2000
<u>Module 6, Evaluation</u>	
Redevelop Module	August 2000
Develop JTA's	September 2000
Develop Job Aids	October 2000
<u>Module 7, Analysis</u>	
Document Data Analysis	August 2000
Identify System Performance and Risk Measurements	September 2000
Revise Process	October 2000
Develop JTA's	November 2000

Initiative Description:

Flight Standards is dedicated to enhancing key business processes to fulfill the Government Performance and Results Act (GPRA) and to improve the air carrier surveillance process. Toward that end, ATOS will be redeveloped to employ risk management and system safety processes as intrinsic elements of enhancing surveillance. Five of the nine ATOS modules initially being addressed in this effort are: System Configuration; Surveillance Resource Management; Evaluation; Analysis; and Implementation. The remaining four modules will be addressed in future efforts. AFS will redevelop the ATOS modules using the PQMI methodology.

<u>AVR CORE VALUE:</u>

CHALLENGING
AND LEARING TOGETHER

Accident Prevention

Corporate Project:
Safer Skies

AVR Performance Plan - Goal 3
Surveillance Improvement

AFS Strategic Plan - Goal 3
Prepare the AFS Work Force to Effectively Implement the Systems Approach for Safety Oversight

- ***Objective 3.1 – Achieve Awareness and Understanding of New Methods and Tools***

AFS Business Plan Initiative 2.12
Initiate Rulemaking to Address Anomalies Present in the FAA's Management and Oversight of Air Carrier Flight Manuals

Initiative Description:

In the past, the National Transportation Safety Board (NTSB) cited inadequate coordination, dissemination, and implementation of aircraft manufacturer safety-of-flight information to appropriate personnel within the FAA. The FAA determined that no formal process is in place to ensure that operators are receiving safety-of-flight information or to determine what action the operator intends to take relative to the information received. To address these issues, AFS organizations will enter into joint strategic planning processes to identify goals and objectives for a rulemaking project record (RPR) for part 25 aircraft manufacturers. Work groups will be formed to: (1) develop a comprehensive Flight Crew Operating Manual (FCOM); (2) develop revisions to the FCOM, when necessary; and (3) distribute FCOM revisions in a timely manner.

Milestones	Target Dates
Solicit/Appoint RPR Work Group	2nd Quarter FY2000
Approve RPR	3rd Quarter FY2000
Issue Notice of Proposed Rulemaking (NPRM)	2nd Quarter FY2001
Issue Final Rule	1st Quarter FY2002

Accident Prevention

Corporate Project:
Safer Skies

AVR Performance Plan - Goal 4
AVR/Industry Partnership

AFS Strategic Plan - Goal 4
Promote Positive, Responsive, and Focused Customer Relations

◆ ***Objective 4.1 – Seek Out and Develop Safety System Advocates***

AFS Business Plan Initiative 2.13
Continue Efforts Associated with Safer Skies--Commercial Aviation

Milestones	Target Dates
Serve as Team Leaders/ Members on Individual Joint Safety Analysis Teams (JSAT), Joint Safety Implementation Teams (JSIT) and the Commercial Aviation Safety Team (CAST)	Ongoing
<u>Controlled Flight Into Terrain</u>	
Initiate the Selected Interventions	Ongoing
<u>Approach and Landing</u>	
Develop Implementation Plans for Selected Interventions	June 2000
Initiate the Selected Interventions	December 2000
<u>Loss of Control</u>	
Select and Initiate the Analysis of Accident/ Incident Data Set	Completed
Complete Causal Analysis Process and Submit Final JSAT Report to CAST	September 2000

Initiative Description:

The FAA has adopted a focused priority safety agenda designed to bring about a five-fold reduction in fatal accidents based, in part, upon a comprehensive review of the causes of commercial aviation accidents. In partnership with industry, Safer Skies uses the latest technology to help analyze U.S. and global data to find the primary causes of accidents and determine the best actions to break the chain of events that lead to accidents. The key components are: Controlled Flight into Terrain (CFIT); Uncontained Engine Failure; Approach and Landing; and Loss of Control. The major goals of the initiative are to continue industrywide outreach efforts for Safer Skies—Commercial Aviation and to work in partnership with industry to reduce fatal general aviation accidents significantly.

<u>AVR CORE VALUE:</u>

ESTABLISHING INNOVATIVE PARTNERSHIPS WITH ALL KEY PLAYERS WORLDWIDE

Accident Prevention

Corporate Project:
Safer Skies

AVR Performance Plan - Goal 4
AVR/Industry Partnership

AFS Strategic Plan - Goal 4
Promote Positive, Responsive, and Focused Customer Relations

◆ ***Objective 4.5 – Apply Customer Analysis to All Process Improvements***

AFS Business Plan Initiative 2.14
Complete Flight Standards Customer Satisfaction Survey

Initiative Description:

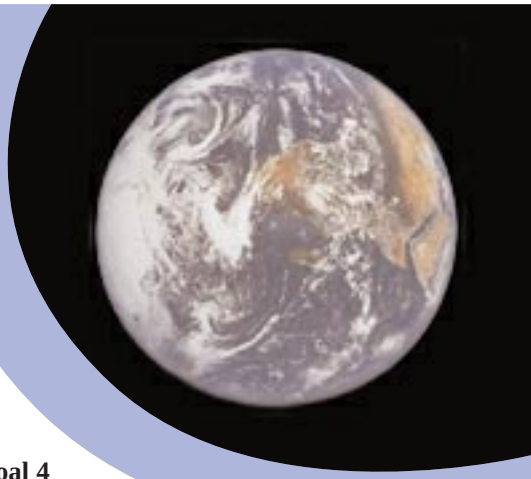
The National Partnership for Reinventing Government (NPR) asks Federal agencies to reach out to customers to determine how satisfied they are with the services provided to them. Toward that end, AFS has committed to regularly surveying members of the aviation community, which includes pilots, aviation maintenance technicians, air operators, and air agencies. The feedback we receive from these surveys makes us more aware of the areas where we successfully meet our customers' expectations, as well as those areas where we need to make improvements. The results of these surveys are provided to regional Division Managers and Flight Standards District Office managers. We currently are reviewing feedback received from a pilot and aviation maintenance technician (AMT) survey distributed last year and are planning to distribute a survey to our air organizations in early 2000.

AVR CORE VALUE:

DELIVERING QUALITY PRODUCTS AND SERVICE

Milestones	Target Dates
Perform Quality Checks on Pilot/AMT Surveys Returned	Completed
Prepare National Rollup of Pilot/AMT Survey Results	March 2000
Distribute Air Organization Survey to Audience	March 2000
Perform Quality Checks on Pilot/AMT Surveys for Individual Offices	May 2000
Provide Individual Pilot/ AMT Survey Results to Division/FSDO Managers	October 2000
Prepare National Rollup of Air Organization Survey Results	October 2000
Provide Individual Air Organization Survey Results to Division/ FSDO Managers	July 2001

Accident Prevention



Corporate Project:
Safer Skies

AVR Performance Plan - Goal 4
AVR/Industry Partnership

AFS Strategic Plan - Goal 5
Provide World Class Leadership
in Global Aviation Safety

AFS Business Plan Initiative 2.15
Establish a Flight Standards
International Division

Milestones	Target Dates
Completed Draft Staff Study	March 2000
Distrubute Draft Study to Stakeholders for Comment	March 2000
Review Stakeholders Comments and Finalize Study	April 2000
Obtain Necessary Approvals	Pending
Begin Implementation of New AFS International Division	Pending

Initiative Description:

AFS continues to be an active participant in the support of improvements in aviation safety worldwide. Through experiences gained both internally and externally, AFS has determined that it is necessary to formally establish a division within the Service that can provide consistent policy and service worldwide outside of, and in coordination with, present domestic responsibilities. This will result in a single AFS view as it relates to activities with global partners and allow for the efficient use of existing resources to meet our regulatory obligations.

AVR CORE VALUE:

CONTINUOUSLY IMPROVING THE WAY WE WORK FOR GREATER EFFICIENCY AND EFFECTIVENESS

Accident Prevention

Corporate Project:
Safer Skies

AVR Performance Plan - Goal 4
AVR/Industry Partnership

AFS Strategic Plan - Goal 5
Provide World Class Leadership
in Global Aviation Safety

◆ ***Objective 5.1 – Work With ICAO To Modernize and Improve Safety Standards***

AFS Business Plan Initiative 2.16
Support the Secretary of Transportation's
Latin America Initiative

Initiative Description:

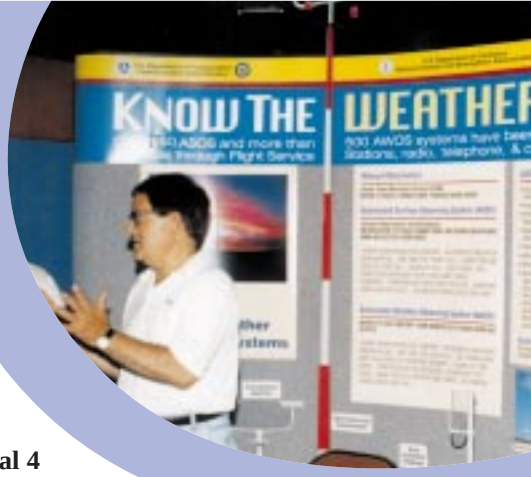
The Secretary of Transportation has initiated a cooperative effort with countries of Latin America with the goal of increasing the level of aviation safety within the region. While AFS has been an active participant in support of that goal in the past, the initiative calls for increased emphasis and focus in certain areas, such as facilitating an increase in the level of safety oversight in the region. Continued participation at the working level, both through the projects of the International Civil Aviation Organization (ICAO) and bilaterally with the countries of the region and an increased participation in meetings and conferences by higher level FAA executives, will significantly enhance our leadership role in support of this initiative.

AVR CORE VALUE:

COMMITTED TO INDIVIDUAL, CORPORATE, DOMESTIC AND GLOBAL SUCCESS

Milestones	Target Dates
Conduct a Cargo Loading Safety Seminar in the Latin America Region	June 2000
Participate in Regional Safety Oversight Projects Sponsored by ICAO	Ongoing
Participate in Numerous Regional Meetings With An Emphasis On a Leadership Role in Improving the Level of Safety Oversight in the Region	Ongoing

Accident Prevention



Corporate Project:
Safer Skies

AVR Performance Plan - Goal 4
AVR/Industry Partnership

AFS Strategic Plan - Goal 5
Promote World Class Leadership
in Global Aviation Safety

◆ ***Objective 5.4 – Reduce Aviation Accident Fatality Rate by 80 Percent Over the Next 10 Years Through Safety Initiatives in the Following Areas:***

- *CFIT*
- *Loss of Control Accidents*
- *Human Factors*
- *Weather*

AFS Business Plan Initiative 2.17
Promote Safe Flight 21

Milestones	Target Dates
Participate in Operational Testing of New Integrated Systems and Capabilities in Support of Project Capstone	January - March 2000
Draft Guidance and Standards Required to Accomplish Operational Approvals of Flight Technologies Used in Project Capstone	March - September 2000

Initiative Description:

The Safe Flight 21 program is a 3-year joint Government/industry initiative designed to demonstrate and validate, in a real-world environment, the capabilities of advanced safety surveillance systems and procedures associated with free flight, using automatic Dependent Surveillance-Broadcast (ADS-B) and Traffic Information Services-Broadcast (TIS-B) as enabling technologies. The program will demonstrate many RTCA, Inc., recommended free flight operational safety enhancements that increase a pilot's situational awareness of his or her own aircraft position relative to nearby terrain, hazardous weather, and other aircraft. More specifically, Safe Flight 21 improves safety with better weather and other information in the cockpit, cost effective CFIT avoidance, improved terminal operations in low visibility, enhanced see and avoid during limited Visual Flight Rules (VFR) weather conditions, enhanced and safer en route air-to-air operations over high density air routes or between narrow mountain passes, improved surface navigation for the pilot, enhanced surface surveillance for the pilots and/or controllers, better midair safety by using ADS-B surveillance in nonradar airspace, and more exacting ADS-B separation standards.

CERTIFICATION & SURVEILLANCE

Corporate Project:
Air Transportation Oversight System (ATOS)

AVR Performance Plan - Goal 1
Commercial Air Carriers

AFS Strategic Plan - Goal 3
Prepare the AFS Work Force to Effectively Implement the Systems Approach for Safety Oversight

- ***Objective 3.2 – Enhance Existing Skills and Tools To Meet the Requirements of the Systems Approach and Changing Technologies***

AFS Business Plan Initiative 3.1
Develop and Implement SPAS Enhancements

INITIATIVE DESCRIPTION:

Improving the efficient use of an inspector's time benefits the safety of the flying public. SPAS is a computer-based decision support tool to assist FAA aviation safety inspectors in analyzing the performance of air operators, air agencies, and aircraft and in identifying those that present a safety risk, thereby warranting increased surveillance. This surveillance-based analysis tool will enable inspectors to conduct surveillance activities in a more efficient manner by finding problems sooner and comparing the results of similar certificates. Over 3,000 supervisors and safety personnel inspectors have received training since 1997. Planned enhancements as defined by inspectors have been and will continue to be validated for effectiveness and added to the system as appropriate. Currently, SPAS contains 19 data sources. In FY 2000, 10 additional data sources are planned. The fourth SPAS component, the SPAS Air Personnel prototype, will allow inspectors to assess the status of almost 500,000 added certificates.

MILESTONES	TARGET DATES
Make Major System Enhancements	April/ September 2000
Complete Air Personnel Integration	April 2000
Review Additional Data Sources	Ongoing/ September 2000
Conduct Enhancement Training	September 2000
Conduct System Safety, ATOS and SPAS Strategic Planning	September 2000

Certification & Surveillance

Corporate Project:
Air Transportation Oversight System (ATOS)

AVR Performance Plan - Goal 3
Surveillance Improvement

AFS Strategic Plan - Goal 2/2.2
Maintain an Adaptable Infrastructure to Support and Implement the Air Transportation Oversight System

◆ ***Objective 2.2 – Improve Decisionmaking Capabilities (Technology Applicability)***

AFS Business Plan Initiative 3.2
Continue to Institutionalize the Information Systems Strategy (ISS) Information Architecture

Milestones	Target Dates
Develop O-O Technology Transition Plan	March 2000
Develop AFS Enterprise Baseline Phase I	March 2000
Develop Web-based Information Management System (WIMS) Operational Pilot	June 2000
Develop Enterprise Life Cycle Methodology	September 2000
Develop Survey/Feedback Tools Phase I	December 2000

Initiative Description:

In 1999, AFS finalized the AFS Information Technology (IT) Strategic Plan 2000-2004 and the AFS Information Resource Management Business Plan 2000, both of which are based upon the vision, strategy elements, and design principles adopted by AFS. These two plans provide the information and technology "road map" for improving the management and delivery of AFS data and information. The AFS Object-Oriented (O-O) Transition Plan will guide the transition of current as well as planned systems using approaches that are more in line with today's accepted industry standards. AFS has been successful in providing the work force with the hardware, software, and telecommunications technology to establish connectivity throughout the Service in a LAN/WAN and INTERNET/INTRANET environment. The new ISS "road map" will provide for cost effective and responsive delivery of information systems, which will integrate AFS safety-related data, management, and decision support information in a proactive manner.


Flight Standards Service
FAA
Highest Operational Safety Standards